



DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH UNITED STATES ARMY
UNIT #15236
APO AP 96205-0009

REPLY TO
ATTENTION OF:

EAGA-EO (600)

AUG 08 2001

MEMORANDUM FOR All Eighth United States Army Assigned Soldiers and Civilians

SUBJECT: Eighth United States Army Command Policy Letter # 1 -- Equal Opportunity (EO)

1. Purpose. Ensure that every individual regardless of race, color, religion, national origin or gender has an opportunity to reach his or her potential free of discrimination or harassment.

2. Background. Equal Opportunity is a responsibility of command and a function of leadership. The chain of command whether military or civilian, has the primary responsibility for developing and sustaining a healthy EO climate. Positive human relationships are essential for team building that is necessary in ensuring a high state of combat readiness. Our mission in Korea requires not only dealing with the various differences among Americans, but requires sensitivity to operate within a distinct Korean culture.

3. Discussion. The Army's EO Program formulates, directs, and sustains a comprehensive effort to maximize human potential and to ensure fair treatment based solely on merit, fitness, and capability, which support readiness. This philosophy is based on fairness, justice, and equity. This entails, but is not limited to, promoting programs that enhance unit cohesion, esprit, and morale; communicating matters or issues with EO significance to unit personnel and higher headquarters; correcting discriminatory practices by conducting rapid, objective, and impartial inquiries or investigations to resolve complaints of discrimination; encouraging the surfacing of problems and preventing reprisal for those who file a formal or informal complaint; and taking appropriate action against those who violate the Army policy.

a. All personnel will be encouraged to resolve issues of prejudice and discriminatory comments and actions (or inconsiderate remarks) at the lowest level based on the theory that many peers and/or supervisors are simply insensitive to the effects of their behaviors. However, all personnel must also understand their rights and responsibilities to elevate their concerns through the chain of command or other agencies when (1) inappropriate behaviors continue after an attempt at resolution, and/or (2) the relationship between the individuals involved precludes resolution at the lowest level (i.e., someone with concerns about a senior leader's behaviors). Furthermore, everyone must understand that prevention and resolution of inappropriate behavior are

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everyone's concern; it is not just the problem of the individual who is the victim of the behavior. The person who fails to act to resolve while prejudicial and/or discriminatory behavior occurs is tacitly condoning the behavior.

b. Agencies available to process complaints are any Army EO Advisor (EOA), Inspector General, Chaplain, Provost Marshal, medical agencies, Staff Judge Advocate, Housing Referral Office, and EO/Sexual Harassment HOTLINES. Leaders will not preclude or hinder personnel from using these channels.

4. I am committed in ensuring a strong EO program is in place within my command and demand the same commitment from my subordinate commanders and leaders at all levels.

A handwritten signature in dark ink, appearing to read 'D. Zanini', with a stylized flourish at the end.

DANIEL R. ZANINI
Lieutenant General, USA
Commanding